

Agency Human Resource Services**AHRS Periodical**

Virginia Department of
HUMAN RESOURCE
MANAGEMENT

This article continues our series geared toward the interests of managers and supervisors. We encourage you to share this article, tailoring it as you need to satisfy your agency's goals and culture.

Employee Engagement: Key to Successful Leadership?

Inside this issue:

For Managers &
supervisors: Employee
Engagement—Key to
Successful Leadership ?

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As a manager, you may have heard about employee engagement and wondered what the excitement was all about. Maybe you have never heard of it. Or, maybe you have brushed it off as another employee initiative. Whatever your initial thoughts about employee engagement, it is something that you will want to understand. Why? Research shows that work groups with high employee engagement outperform those with low employee engagement. As a leader, here is what you should know about employee engagement.

Why should I care about employee engagement?

- Engaged employees are more productive.
- Engaged employees are less likely to leave the organization.
- Engaged employees provide better service to your customers.
- Engaged employees are more likely to be at work.
- Engaged employees are less likely to have safety incidents.
- Organizations with high levels of employee engagement have better financial performance than those with low levels of employee engagement.

**It sounds effective. So exactly what is employee engagement?**

Employee engagement is the extent to which employees are emotionally and rationally involved, motivated by, and committed to their work and organization.

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Employee engagement explains how connected employees are to the work that they do and the organization for which they work. Engagement can be experienced in a variety of ways. You might recognize engagement in the employee who is motivated to provide excellent customer service by going above and beyond because it is the right thing to do. You might see engagement in the employee who willingly sacrifices personal time to support the implementation of a new department initiative because he is passionate about its importance to the mission of the department. You could see engagement in the employee who reminds another employee to wear her safety equipment because she cares about the well-being of her team member.

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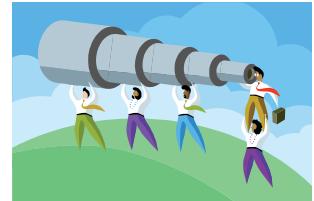
Employee Engagement—Key to Successful Leadership? (Continued from Page 1)

I think I understand. But what is my role as a manager in employee engagement?

A manager or supervisor has significant influence on an employee's day-to-day experiences in the work environment. Research has shown that there are several key factors that influence levels of employee engagement in organizations. These factors include:

- Clear expectations for the employee and the team. Everyone knows what s/he is supposed to do and how the team members fit together.
- Recognition and praise for work well done. This includes a simple "thank you" or other form of appreciation.
- Encouragement for further development and learning. Interest and support in helping employees grow.
- Listening to and valuing employee input. Interest in what your employees think.
- Utilizing employee strengths. Matching assignments to employee strengths.
- Caring about the employee as a person. This may include knowing and understanding employee needs, wants, and challenges.

As a manager or supervisor, you can directly affect most, if not all, of these factors.



Sounds like common sense.

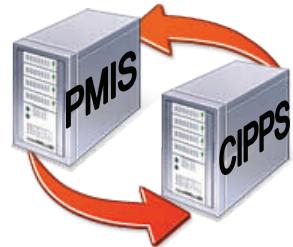
Employee engagement does sound like common sense. However, it all too often falls off the list as a result of the various pressures faced by managers. After completing paperwork, managing schedules, handling crises, and many other immediate needs, employee engagement can quickly become a low priority for a manager.

What we fail to recognize when we allow this to occur is that we are losing the opportunity to strengthen our employees and our teams to better handle these tasks and crises. The research shows that by doing the things to improve employee engagement, engagement levels will likely rise and team performance will increase. So, challenge yourself to put employee engagement at the top of your list and watch how your team performance and other measures increase – it truly can be a key to successful leadership!

For more information, please see [Engagement](#) on DHRM's [Talent Management](#) Website

Retirement Codes in PMIS and CIPPS

We will rely on retirement codes entered in PMIS and CIPPS when the June 25, 2011 salary increases and retirement deductions are transacted. Retirement codes in PMIS and CIPPS must agree. Please work with your payroll office to ensure that retirement codes are appropriately recorded in both databases.



Probationary Period Extensions

DHRM Policy 1.45, Probationary Period, establishes the probationary period for new hires and re-hires as an introductory period of employment (generally 12 months) that allows the employee and agency to determine if the employee is suited for the job. During the probationary period, employees may be terminated at the pleasure of the appointing authority, without access to the State Grievance Procedure. Recent queries and actions have indicated a need to remind all of the parameters of **extending** probationary periods.

Probationary periods **may** be extended for up to six additional months due to documented performance deficiencies or when an employee changes positions during the second six months of employment. Probationary periods **must** be extended when the employee is on leave with or without pay for more than 14 consecutive days.

Employees **must** be notified **in writing** if their probationary periods will be extended for performance reasons or due to leave. Best practice dictates that probationary employees be periodically informed of their progress during the 12 month period. Notification of an extension of the probationary period **must** occur in advance of the end of the period. As a reminder, an employee hired, for example, on January 10, 2011 must be informed **in writing** of a probationary period extension no later than the close of business on January 9, 2012, the last full day of the probationary period. If a probationary employee works beyond a 12-month period without being notified in writing (1) of satisfactory completion or (2) that the probationary period is being extended, the employee will be regarded as having successfully completed the probationary requirement, and PMIS will automatically record an "End Probation" transaction effective January 10, 2012.

An additional probationary period may be required only if the employee enters a position that requires certification following completion of a prescribed training period. Such positions must be documented in Agency Salary Administration Plans. Additional policy requirements include noting the requirement to serve a new probationary period in both the job announcement and the offer letter. Contact your agency's Human Resource Management Consultant for guidance.



Managing RMS User Accounts

Agencies are responsible for managing their own RMS User accounts after the initial Agency HR (full access) user account(s) have been approved by DHRM. Please notify all RMS Users in your agency of the proper procedures for creating RMS user accounts and resetting passwords. DHRM receives numerous requests regarding user accounts, specifically, requests for resetting passwords. After the initial agency account(s) have been approved, DHRM does not approve new accounts or reset passwords. Please direct questions regarding RMS User Accounts to [Pat Waller](#).



Statewide Pay Action Summary Report for January – March 2011

Reason	All Actions	Salary Changes	Average % Change
Agency Special Rate	66	66	5.52
Change of Duties Decrease	3	3	-4.92
Change of Duties Salary	202	201	7.39
Competitive Salary Offer	27	27	13.32
Competitive Voluntary Transfer	501	350	10.23
Disciplinary Demotion	11	11	-8.76
Downward Role Change	14	2	2.50
End Temp Pay: Acting Status	88	88	-8.38
End Temp Pay: Additional Duties	79	79	-7.61
End Temp Pay: Special Assgnmnt	9	9	-5.13
Exceptional Promotion	15	15	10.12
Field Change	1	1	25.00
Internal Alignment Salary	256	255	6.95
Lateral Role Change	147	18	8.14
New Knowledge/Skills/Abilities	334	334	6.44
Non-Competitive Voluntry Trans	202	75	11.78
Non-Routine	62	61	1.19
Performance Demotion	1	1	-5.02
Promotion	353	346	15.31
Reassignment	100	1	25.00
Retention Salary Increase	203	202	5.23
Temp Pay: Additional Duties	83	75	7.66
Temp Pay: Special Assignment	21	17	6.99
Temporary Pay: Acting Status	110	100	9.45
Upward Role Change	127	102	9.26
Voluntary Demotion	41	22	-12.79
Change of Duties Bonus	14	14	7.13
Internal Alignment Bonus	6	6	2.78
New Knowledge/Skills/Abilities	20	20	5.51
Recognition Award Leave Hours	1884		
Recognition Award Monetary	1312	1312	0.61
Recognition Award Non-Monetary	45	45	0.14
Referral Bonus Pay Out	9	9	0.62
Retention Additional Leave	2		
Retention Bonus	18	18	5.31
Retention Bonus Pay Out	1	1	4.34
Sign-On Additional Leave	18		
Sign-On Bonus Pay-Out	49	49	2.09
Suggestion Award Leave Hours	1		
Total Actions	6366	3866	4.93

For the first quarter, there were 2,189 base salary increases averaging 9.43%; 280 base salary decreases averaging -8.79%; and 1,473 bonus actions, averaging 0.84%.

Workforce Planning and the Periodical's Pay Action Summary data may vary within the same reporting period based on the timing of data runs, agency retraction requests, and the manual review and extraction of erroneous PMIS entries.

RMS Required Applicant Statuses for EEO Reporting

In August 2008, DHRM notified agencies that in order to fully capture data requirements for EEO reporting purposes, certain applicant statuses must be used in the RMS. A recent audit of the RMS revealed that the required applicant statuses are not being used by all agencies.

It is essential that RMS data be accurate and reflect what transpires with applicants throughout the recruitment and hiring process. Data from the RMS are used to generate annual EEO Compliance Assessment Reports with indicators of disparate impact or “REDs.” This compliance activity is in keeping with: the Uniform Guidelines on Employee Selection Procedures, a progeny of Title VII of the Civil Rights Act of 1964, as amended; the Governor’s Executive Order Number Six (2010); and the Commonwealth’s Policy 2.05 – Equal Employment Opportunity. RMS data are uploaded to the EEO Assessment Tool for statistical analyses based on race, gender, age and veteran’s status. The completeness and accuracy of the data can significantly affect the statistical results exhibited in the EEO Assessment Tool. These report results are also viewed in HR-At-A-Glance and included in agencies’ Administrative Measures. To ensure the validity and reliability of the data, you are encouraged to review your data to confirm that job posting statuses for positions filled are designated as “filled” and required applicant statuses are updated as indicated below no later than June 30, 2011. RMS data will be uploaded into the EEO Assessment Tool on July 5, 2011. Using the required applicant statuses may be beneficial to agencies having to defend a “RED” indicator of disparate impact.

Required Applicant Statuses

When a requisition is created from scratch, a template, or a previous requisition agencies must include the following required applicant statuses in the drop-down menu under the “Applicant Status” tab:

- Under Review by Department
- Offered Interview (*Use either Offered Interview or Invited for Interview—Do not use both*)
- Invited for Interview (*Use either Invited for Interview or Offered Interview—Do not use both*)
- Interviewed
- Declined Interview
- Offered Job (*Use either Offered Job or Offered Employment—Do not use both*)
- Offered Employment (*Use either Offered Employment or Offered Job—Do not use both*)
- Declined Offer

Agencies can add as many additional applicant statuses as needed to reflect the actual steps in their recruitment and hiring process workflow. **Note:** The “Hired” status is not available as an option on the “Applicant Statuses” tab when creating a requisition from a template, a previous requisition, or scratch because the “Process Complete” status is the final step in the process. “Process Complete” is the system-defaulted final step in the process and is hard-coded by the RMS as the equivalent to selecting the “Hired” status. Therefore, “Hired” cannot be included as an option in the drop-down because the status would be read in the background of the system as a duplicate selection.

After the requisition is posted and applicants have applied to the job posting, individual applicant statuses must be updated to reflect all applicable required applicant statuses that occur during the recruitment and hiring process. Applicants can be changed to the “Hired” status from the active applicant list.

Please direct questions regarding RMS applicant statuses to [Pat Waller](#). Questions relative to EEO reporting should be referred to [Angela Barnes-Hargress](#).

RMS



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Our goal is to provide practical information that supports human resource objectives across the Commonwealth and to encourage innovative strategies in the management and delivery of agency services.

To tell us what you would like to see featured in upcoming issues, contact us using the information on the left-hand side of this page.

I-9 Updates

On February 11, 2011, the U.S. Citizenship and Immigration Services (USCIS) began issuing a new card authorizing employment and travel for foreign nationals applying to register permanent residence or adjust status (Form I-485). This card looks similar to the Employment Authorization Document (EAD) but includes text that reads, "Serves as I-512 Advance Parole." **Employers may accept the new card as a List A document when completing the Employment Eligibility Verification, Form I-9.**

The [**M-274 Handbook for Employers: Instructions for Completing I-9**](#) published by USCIS has been revised. The updated version was released on January 5th and supersedes the last version dated 4-3-09.



Be sure that your agency is using the current I-9 form for employees new to your agency:

The current form has the following notation in the upper right hand corner: OMB No. 1615-0047; Expires 08/31/12.

In the lower right hand corner: Form I-9 (Rev. 08/07/09)

[**Handbook for Employers**](#)

The current I-9 form is available here: <http://www.uscis.gov/files/form/i-9.pdf>.

For any questions related to I-9 form, check the USCIS website:

<http://www.uscis.gov/portal/site/uscis>.



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